



San Francisco Adult Probation Department Fiscal Year 2007-2008 Annual Report

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PATRICK J. BOYD
Chief Adult Probation Officer

*Protecting the Community, Serving Justice and
Changing Lives*

Dear Honorable Judge McBride and Honorable Mayor Newsom:

It is my pleasure to present the San Francisco Adult Probation Department's 2007-08 annual report. This report provides an overview of the Adult Probation Department's operations and achievements during the fiscal year.

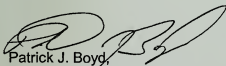
I am committed to providing accountability and excellence as the Department fulfills its public safety responsibilities, and the following key achievements are advancing our mission of "Protecting the Community, Serving Justice, Changing Lives."

- Adopted a national assessment system to determine client needs and risks – the foundation for evidence-based programming, which directs resources to proven strategies to promote clients' success and to foster public safety.
- Improved staff training to strengthen client referral services based on the assessment's findings.
- Established specialized caseloads to more effectively address client support and monitoring needs.
- Began the transition from office-based paper supervision to community supervision consistent with national best practices.
- Began implementation of an effective administrative infrastructure to support the Department.

I am proud of the dedication shown by the staff of the Adult Probation Department. Their caring and professionalism are making a positive difference in our community, as well as in the lives of probationers and victims of crime.

Thank you for your continued support of the Adult Probation Department and our mission. We look forward to working with the Judges of the Superior Court, Mayor Gavin Newsom's office, the Board of Supervisors, and City departments to provide the highest quality services to the City and County of San Francisco, the General Public, Probationers and Victims of crime,

Respectfully,



Patrick J. Boyd,
Chief Adult Probation Officer

ACKNOWLEDGEMENTS

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MISSION & VISION

Mission Statement

Protecting the Community, Serving Justice, Changing Lives.

Vision

The San Francisco Adult Probation Department achieves excellence in community corrections and contributes to public safety and public service. We collaborate with law enforcement and other agencies providing a unique blend of enforcement, treatment, and victim awareness. We are leaders in our profession, exemplifying the highest standards in the field of community corrections. In cooperation with the community, we extend a continuum of integrated services that empowers offenders to become productive, law-abiding citizens.

Values: PROTECT Our Community

Protect: We value protection of the residents of the City and County of San Francisco.

Respect: We value respect and personal wellness for ourselves, each other and all members of the community.

Opportunities: We value providing opportunities for offender rehabilitation, improved public safety, victim restoration, and maximizing officer and employee potential.

Teamwork: We value teamwork and cooperation through partnerships with all justice stakeholders.

Ethics: We value impartiality, accountability, diversity, professionalism, and a strong work ethic.

Commitment: We value our commitment to public safety and public service.

Trust: We value the trust placed in us by the public we serve through decisions founded in integrity.

INTRODUCTION & ORGANIZATIONAL OVERVIEW

The Adult Probation Department serves the City and County of San Francisco by supervising offenders placed on probation, providing thorough, timely, and accurate reports to assist the Superior Court in making appropriate sentencing decisions, and assisting victims of crimes by providing referrals to resources and information about victim rights.

Supervision of Adult Offenders Placed on Adult Probation

The Department is responsible for monitoring probationers and returning to Court those probationers who violate the terms and conditions of their sentence. This supervision is tailored to reflect the public safety risks posed by each probationer and is informed by nationally validated risk/needs assessments. The Department assists probationers with obtaining the resocialization skills needed to live crime-free and productive lives. Resocialization includes identifying the offenders' root problems and matching them with the right treatment programs at the right time. This strategy helps reduce/eliminate additional law violations.

Over the past two years, the Department has begun the transition from a primarily paper-based supervision model into a community corrections supervision model. The community supervision model emphasizes field-based probation compliance checks, cooperation with community groups, and addressing the underlying needs of probationers that lead to criminal behavior.

At the end of Fiscal Year 2007-2008, there were 6,500 adults on probation in San Francisco, more than 84% of whom were on probation for a felony. By comparison, the national average is that 47% of adults on probation were sentenced to probation for a felony conviction. On average, San Francisco's probationers are more violent and have longer criminal histories than probationers supervised by many other counties. These high-risk probationers require active supervision in order to protect public safety.

Pre-Sentence Investigations for Superior Court

Penal Code Section 1203(b) requires that the Department prepare and submit written pre-sentence reports to the Superior Court for most individuals convicted of a felony. Per the Penal Code, these reports include "the circumstances surrounding the crime and the prior history and record of the person, which may be considered either in aggravation or mitigation of the punishment."

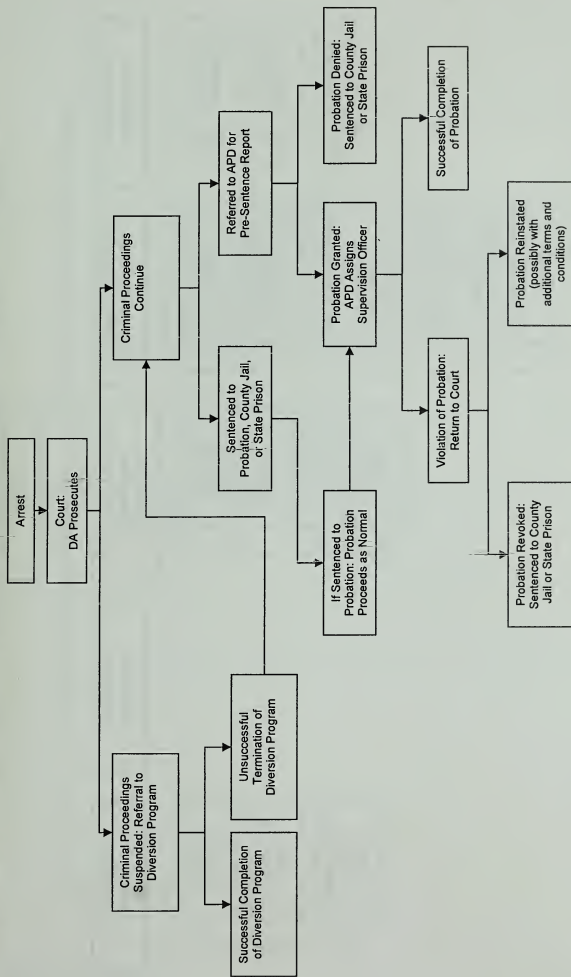
Pre-sentence reports require extensive investigations that include interviews with the defendant, a risk/needs assessment of the defendant, statements from victims, review of criminal history, calculation of restitution, calculation of credit for time already served in custody, and sentencing recommendations based on applicable laws and the officer's overall assessment of the defendant's risk, history, and needs. Probation officers also provide information to assist the Court in determining the eligibility and appropriateness of offenders for specific diversion programs and Court-ordered treatment programs.

Information about Rights to Crime Victims

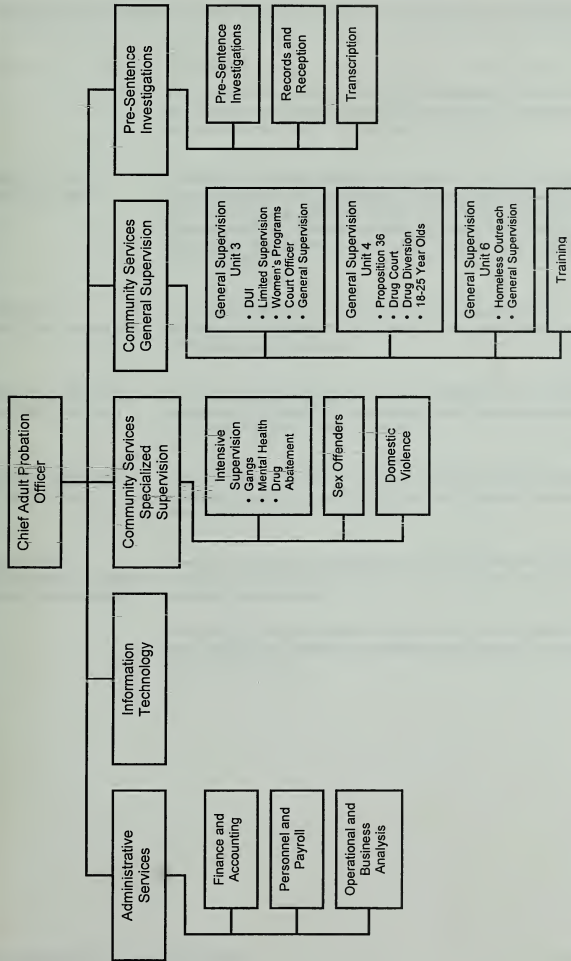
Anyone in the City and County of San Francisco may potentially become a victim of crime. Victims have a legal right to a direct, meaningful voice in identifying the harms done by an offender. Penal Code Section 1191.1 requires the Department to notify all victims of a crime prior to "all sentencing proceedings concerning the person who committed the crime." Victims are also generally permitted to make a statement to be included in the pre-sentence report. The Department in collaboration with the Courts and the District Attorney seeks to give victims their legal voice in the sentencing phase of the criminal justice system. Additionally, many victims rely on probation officers for information about the court process and the meaning of court orders that relate to them.

ADULT PROBATION DEPARTMENT'S ROLE IN THE CRIMINAL JUSTICE PROCESS

The following flowchart tracks a case from the time of arrest through the San Francisco criminal justice system and highlights the Adult Probation Department's role in pre-sentence investigations, community supervision, and the revocation process in the event of subsequent offenses.



ADULT PROBATION DEPARTMENT ORGANIZATIONAL STRUCTURE



The following shows the programmatic and functional structure of the Department as of June 2008.

Division	Functions
CHIEF	Provides leadership and direction to the Department. Responsible for the oversight of Community Services, Pre-Sentence Investigations, Administrative Services, and Information Technology.
ADMINISTRATIVE SERVICES DIVISION	Provides Fiscal Management: Budget development and monitoring, financial reporting, and accounting. Personnel Services: All human resources functions, workplace safety, and payroll. Operational and Business Analysis: Statistical analysis, contract administration, purchasing, maintenance of policies and procedures, and capital improvements.
INFORMATION TECHNOLOGY DIVISION	Maintain information technology infrastructure, maintain case management database, and integrate case management system with other public safety agencies.
COMMUNITY SERVICES SPECIALIZED DIVISION	Supervise adult probationers, monitor and enforce Court-ordered conditions of probation, and help probationers become successful and crime free members of the community.
COMMUNITY SERVICES GENERAL DIVISION	Supervise adult probationers, monitor and enforce Court-ordered conditions of probation, and help probationers become successful and crime free members of the community.
PRE-SENTENCE INVESTIGATIONS DIVISION (Including Support Staff)	Conduct pre-sentence investigations, provide pre-sentence reports as mandated by the Penal Code, inform victims of rights, and administer risk/needs assessments. Coordination of incoming and outgoing records, assist probationers who report to the Department, manage supply requests, and provide transcription services.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division is dedicated to providing the Adult Probation Department with support in the areas of Fiscal Management, Personnel Services, and Operational and Business Analysis.

Fiscal Management

The Administrative Services Division provides Fiscal Management to the Adult Probation Department. Fiscal Management includes budget development and monitoring, financial reporting to the Mayor's Office, Controller, Board of Supervisors, and the State, review of labor and non labor expenditures and work order expenditures. Accounting includes accounts payable, grants accounting, and participating in internal and external audits.

Fiscal Year 2007-2008 Financial Statement

SOURCES

Fees for Service	413,108
Grants	234,927
General Fund	11,121,177
Total	11,769,212

USES

Labor	10,674,366
Non Personnel Services	218,230
Materials and Supplies	97,559
Capital Outlay	127,328
Services from Other Departments	651,729
Total	11,769,212

Chart 1: FY 2007-2008 Sources of Funds

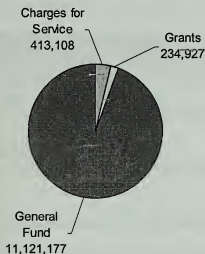
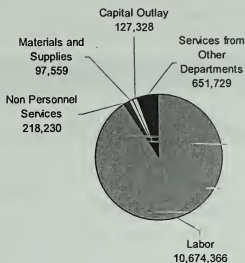


Chart 2: FY 2007-2008 Uses of Funds



Personnel Services

Personnel Services performs all Human Resources functions consistent with San Francisco Civil Service Rules, San Francisco City and County Charter, the Administrative Code, and state and federal laws. Activities include recruitment, processing of newly hired, promoted or separated employees, maintenance of personnel records and reporting, assisting in the resolution of disciplinary and grievance matters, ensuring workplace safety, and processing of all personnel related transactions. Additionally, Personnel Services is responsible for processing all payroll transactions ensuring timely and accurate compensation to approximately 100 employees.

Personnel Services Transactions

New Hires	10
Promotions	6
Retirements	3
Separations	7

Operational and Business Analysis

Operational and Business Analysis provides support in the areas of statistical gathering and analysis for strategic planning and funding requests, establishing best practices, operational performance analysis, and development of Department policies and procedures. This function also ensures contact compliance, purchasing, and capital improvements.

Major Accomplishments of Administrative Services Division

- Reviewed and resubmitted FY 2008-09 Budget Request.
- Developed and implemented Departmental Monthly Financial Reports.
- Developed and implemented Departmental Position Control Report.
- Secured Grant Funding for 18-25 Caseload.

Performance Measures for Administrative Services Division

As required by Section 88 of the San Francisco Administrative Code, the Department has established performance measures and associated performance targets for the Administrative Services Division.

	2006-2007 Actual	2007-2008 Target	2007-2008 Actual
Goal: Increase collection of fines, fees and restitutions			
Amount of fines, fees and restitutions	\$920,000	\$500,000	\$374,260
<i>(Effective November 2007 the Superior Court assumed collections for the Adult Probation Department)</i>			

Goal: Maximize staff effectiveness			
Percentage of available employees receiving performance appraisals	100%	100%	93%

Goal: All City employees have a current performance appraisal			
Number of available employees for whom performance appraisals were scheduled	99	101	83
Number of available employees for whom scheduled performance appraisals were completed	99	101	77

Goals for Administrative Services Division

- Improve Fiscal Management and implement additional best practices for financial systems.
- Provide timely, accurate, and thorough responses to information requests from the Mayor, Board of Supervisors, Controller's Office, the State, and other oversight agencies.
- Develop budgeting process that addresses budgetary deficiencies.
- Ensure adherence to City Administrative and Financial Procedures.
- Development of Personnel Policies.
- Update and centralize Department Policies and Procedures.

INFORMATION TECHNOLOGY DIVISION

Major Accomplishments of Information Technology Division

In Fiscal Year 2007-2008, the Department completed an assessment of information technology equipment, operation systems, and critical public safety projects requiring substantial data management. The Department initiated a major information technology upgrade, which will substantially expand the Department's ability to electronically track clients and workflow and allow the Department to integrate with other public safety and criminal justice agencies as part of the ongoing JUSTIS project.

The Department began the process of implementing the California Department of Justice Supervised Release File, which will provide (statewide) law enforcement officers access to Department information regarding probationers and basic contact information for the supervising officer within the Department, as well as providing notification to Department officers of probationer arrests.

Goals for Information Technology Division

- The Department has made substantial progress toward implementation of a modern information technology system. The Department continues to work with the JUSTIS Council to improve integration between information technology systems used by all criminal justice and public safety agencies in the City.
- The Department is working toward completing the infrastructure upgrade to meet Department of Justice requirements for Level 2/CLETS systems upgrade.
- The Department is working on integration of the Supervised Release File into the Department of Justice statewide system.
- The Department will implement a data backup and recovery system to minimize disruptions to daily public safety activities in the event of disasters or outages.
- The Department continues to strive toward implementing the appropriate and proven technologies to enhance the Department's productivity and efficiency in order to improve public safety.
- The Department continues to improve access to information and collaboration with other City departments in order to provide better public and officer safety.
- The Department collaborates with City public safety departments to establish frameworks and processes for inter-departmental IT projects and to ensure successful and timely projects.

COMMUNITY SERVICES SPECIALIZED SUPERVISION DIVISION

At the end of Fiscal Year 2007-2008, the Community Services Specialized Supervision Division supervised 1,045 probationers on intensive supervision caseloads for sex offenders, domestic violence offenders, gang members, probationers with mental health needs, and probationers who have extensive substance abuse issues. As part of this supervision, the Division works on behalf of victims to enforce stay away orders and orders of victim restitution.

Sex Offender Unit

During Fiscal Year 2007-2008, the Department created a unit to provide intensive supervision to probationers convicted of sex offenses. The Sex Offender Unit includes two Deputy Probation Officers and one Supervising Probation Officer, who supervise a total of approximately 125 probationers. The Sex Offender Unit began implementation of the state-mandated STATIC 99 risk assessment designed to measure the risk to reoffend posed by probationers with history of sex offenses.

The Sex Offender Unit works with the San Francisco Sex Offender Management Alliance (SFSOMA) to collaboratively address the public safety risks posed by sex offenders and to minimize that risk.

Intensive Services Unit

The Intensive Services Unit supervises high-risk probationers who are affiliated with gangs, have identified mental health needs, and who have severe drug-related problems. These probationers are required to report to the Department frequently and officers conduct field visits to verify residence addresses, enforce stay away orders, and monitor compliance with terms and conditions of probation.

- At the end of Fiscal Year 2007-2008, three officers in the Intensive Supervision Unit supervised approximately 188 probationers who are affiliated with gangs in the Mission, Western Addition, and Bayview/Hunters Point neighborhoods. Each gang caseload is geographically based in order to facilitate intensive supervision and connection to the community. Gang officers work closely with other law enforcement agencies to supervise these probationers.
- At the end of Fiscal Year 2007-2008, three officers in the Intensive Supervision Unit supervised approximately 138 probationers who have serious identified mental health needs. The Department works closely with treatment providers, San Francisco's Behavioral Health Court, and other entities within the criminal justice system to provide extensive supervision and supportive services to probationers with mental health needs. Probation officers supervising these caseloads worked closely with the No Violence Alliance (NoVA) program operated by the Sheriff's Department, and partial funding for one probation officer to work with NoVA was provided through a state MIOCR (Mentally Ill Offender Crime Reduction) grant.
- At the end of Fiscal Year 2007-2008, three officers in the Intensive Supervision Unit supervised approximately 69 probationers who have extensive substance abuse issues. The Drug Abatement program provides intensive supervision to cases, by working closely with both law enforcement and treatment providers, and contacting probationers frequently both in the office and in the community.

Domestic Violence Units

At the end of Fiscal Year 2007-2008, the Department had two Domestic Violence Units made up of two Supervising Probation Officers and 10 Deputy Probation Officers who supervise 500 probationers with convictions for domestic violence. These probationers are required to attend a specialized orientation session and are required to complete a 52-week Batter Intervention Program.

During Fiscal Year 2007-2008, the orientation process and referral to Batter Intervention Programs were streamlined, thereby ensuring that probationers received their treatment referral on the same day as the orientation. Additionally, the Department initiated electronic referrals to Batter Intervention Programs, thereby ensuring that referrals were received in a timely manner.

The Domestic Violence Units and the Division Director work closely with the Department on the Status of Women, as well as with the Justice and Courage Oversight Panel, which coordinates the City's response to domestic violence and the support network available for victims of domestic violence. The Domestic Violence Units also work with the San Francisco Police Department to monitor and enforce stay away orders imposed to protect victims.

The Domestic Violence Units share a Court Officer who represents the Department at Superior Court proceedings for domestic violence probationers.

Major Accomplishments of Community Services Specialized Supervision Division

Domestic Violence Orientation and Referral Process

During Fiscal Year 2007-2008, the Domestic Violence Units streamlined the process for conducting orientations and making referrals to Batter Intervention Programs, thereby ensuring that probationers received their treatment referral on the same day as the orientation. Additionally, the Department initiated electronic referrals to Batter Intervention Programs, thereby ensuring that referrals were received in a timely manner.

Conducted "Call-In" in Bayview

In June 2008, the Department participated in an interagency "Call-In" that focused on high-risk young adult probationers in the Bayview District. Representatives from public safety agencies, law enforcement agencies, and community groups met with these probationers to offer them supportive services and to warn that further violence would not be tolerated.

Community Supervision

Over the past two years, the Department has expanded community supervision of adult probationers and community visibility of probation officers.

- Field supervision of probationers.
- Participation in community meetings at which officers and other Department staff participate in discussions of community-based violence prevention strategies.
- Conducted joint operations with local, state, and federal law enforcement agencies to serve outstanding bench warrants and conduct probation checks on high-risk probationers.
- Provided community supervision at major community events.

Created Sex Offender Supervision Unit

In Fiscal Year 2007-2008, the Department created additional specialized caseloads within the Community Services Specialized Supervision Division to provide improved supervision to sex offenders. The Sex Offender Unit monitors sex offenders.

Performance Measures for Community Services Specialized Supervision Division

	2006-2007 Actual	2007-2008 Target	2007-2008 Actual
Goal: Provide protection to the community through supervision and provision of appropriate services to adult probationers			
Maximum established caseload size per probation officer in the domestic violence unit	83	85	51
Number of site visits made to batterer treatment programs	23	60	42
Number of batterer treatment programs certified or renewed by Department	23	8	8
Number of community meetings attended by probation staff (all Divisions)	104	100	125
Percentage of new domestic violence probationers attending domestic violence orientation	80%	100%	74%
Percentage of new probationers receiving intake (all Divisions)	n/a	100%	66%
Number of probationers referred to treatment services (all Divisions)	80	1,425	1,735
Number of cases successfully terminated (all Divisions)	1,599	1,200	1,088
Number of visits to the Department (all Divisions)	12,042	12,600	14,669
Number of jurisdictional transfers initiated (all Divisions)	166	340	249

Goals for Community Services Specialized Supervision Division

The Division's primary goals for supervision are to reduce recidivism and to assist probationers to successfully complete probation and become productive members of the community. Progress toward these goals will improve safety in all communities within San Francisco.

Decrease recidivism by probationers

The Division is committed to protecting the community by making every effort to reduce crime committed by probationers. The Division is particularly focused on eliminating violent crimes and homicides committed by probationers. In order to reach this outcome, the Division is focusing on providing appropriate supervision:

- Increase office visits by probationers: The primary means of supervision used by the Department is scheduled visits by probationers to the Department. Resources permitting, the Department will increase the number of office visits scheduled for probationers. In addition to verifying compliance with terms and conditions of probation, office visits give probation officers the opportunity to evaluate the ongoing service needs of each probationer.
- Increase field supervision and joint operations with law enforcement agencies: The Division conducts probation compliance checks, verifies probationer addresses, and serves warrants during field operations that are frequently conducted in conjunction with law enforcement agencies. Joint operations with law enforcement agencies are especially critical for high-risk probationers on specialized caseloads such as domestic violence, sex offenders, gang members, and probationers with identified mental health problems. Field work gives probation officers key opportunities to network with the community, better assess the needs of probationers, coordinate and utilize the services available in the community to meet the probationer needs.

Assist probationers to successfully complete probation

The Division is committed to helping probationers gain the tools and skills that will help them successfully complete probation.

- Increase service referrals: Many probationers have severe unmet needs that may contribute to their criminal behavior. Probationers often lack job skills, are addicted to drugs or alcohol, are homeless, and have inadequate social skills. The Department refers probationers to appropriate programs and works with program staff to create individualized treatment plans.
- Increase verification that probationers comply with Court-ordered treatment referrals: Resources permitting, the Department will increase monitoring of compliance with treatment programs ordered by the Court. Common Court-ordered treatment programs include domestic violence batter intervention programs, substance abuse treatment, anger management, and vocational programs.
- Continue to support case management courts: The Division supports San Francisco's robust network of case management courts including Behavioral Health Court and the Domestic Violence Court.

COMMUNITY SERVICES GENERAL SUPERVISION DIVISION

At the end of Fiscal Year 2007-2008, the Community Services General Supervision Division supervised 5,445 probationers. 3,133 of these probationers were on general supervision caseloads, 986 were supervised on a limited supervision caseload, and the other 1,326 were supervised by specialized caseloads for homeless probationers, 18-25 year olds, and probationers with offenses based in substance abuse. As part of this supervision, the Division works on behalf of victims to enforce stay away orders and orders of victim restitution.

Homeless Outreach Program

The Homeless Outreach Program consists of 2 Deputy Probation Officers who provide direct community supervision for homeless probationers in the Tenderloin and South of Market neighborhoods. The officers work in the community on bicycles and regularly collaborate with community based organizations, the San Francisco Police Department, the San Francisco Homeless Outreach Team, and the San Francisco Fire Department.

Prior to the creation of the Homeless Outreach Program, a large percentage of homeless probationers had a very poor record of reporting for scheduled visits to the Department. The Homeless Outreach Program has substantially increased probation reporting by homeless probationers and increased timely referrals of these probationers to supportive services.

18-25 Year Old Program

The 18-25 Year Old Program is made up of four officers who supervise approximately 665 probationers age 25 and younger. During Fiscal Year 2007-2008, the officers supervising these caseloads made 425 referrals to supportive services including substance abuse treatment, job skills, and education.

Substance Abuse Prevention Programs

In Fiscal Year 2007-2008, the Department operated four programs to specifically address offenses based in substance abuse. These programs are supported by San Francisco's strong network of collaborative Courts, diversion programs, and supportive services.

Drug Diversion

Drug Diversion is a program that provides supportive services to first time drug offenders. Upon successful completion of the program, charges against the defendant are dismissed. Pursuant to Penal Code Section 1000.1(b), the Department is responsible for recommending to the Court whether candidates for Drug Diversion are eligible and suitable. Additionally, two probation officers supervise Drug Diversion participants and monitor program compliance.

Drug Court

Two probation officers supervise individuals referred to San Francisco's Adult Drug Court, which is a collaborative effort between the Adult Probation Department, Department of Public Health, the Superior Court, the District Attorney and the Public Defender. The Drug Court provides monitoring and treatment services to defendants whose criminality is directly related to their substance abuse.

Proposition 36 (Substance Abuse Crime Prevention Act)

The Substance Abuse and Crime Prevention Act, also known as Proposition 36, was passed by California voters in 2000. Proposition 36 allows persons convicted of certain crimes the opportunity to receive substance abuse treatment instead of incarceration. The Department has provided monitoring and supervision of defendants participating in Proposition 36, providing status reports to the Court and referring defendants to the Department of Public Health Treatment Access Program (TAP).

Funding for supervision of persons enrolled in Proposition 36 was not included in the Department's Fiscal Year 2008-2009 budget. The Department will continue to have legal responsibility for these individuals, but will not supervise them on a devoted Proposition 36 caseload unless funding is restored.

Driving Under the Influence (DUI)

The Driving Under the Influence (DUI) Program supervises individuals on probation for offenses within the Vehicle Code relating to driving while under the influence of alcohol or drugs. Probationers supervised by this program are referred to treatment providers and are given the opportunity to reactivate their driving privileges following completion of the treatment program and payment of fines and fees. The DUI Program supervises 56.4% of the 943 probationers who have only a misdemeanor grant of probation.

Court Officer

The Court Officer represents the Department at Superior Court proceedings in Department 22, where most of the probation violations are heard. This specialization increases operational efficiency by reducing the time officers spend in Court on probation matters.

Training

During Fiscal Year 2007-2008, the Department provided 6,455 hours of training to peace officer staff. The Corrections Standards Authority establishes minimum training standards for probation officers, and the Department was in compliance with Corrections Standards Authority regulations. All peace officer staff met or exceeded the training requirements with the exception of 3 Deputy Probation Officers who were unavailable due to extended medical or personal leave.

Newly hired probation officers are required to complete 200 hours of Core training. Newly promoted supervisors and managers are required to complete an 80 hour training. All peace officer staff are required to complete 40 hours of training annually.

Staff members participated in a wide variety of trainings including the following:

CAIS risk/needs assessment, evidence based practices overview, motivational interviewing, adult survivors of abuse and trauma, cTAG case management system, Probation Officer CORE, Basic Supervisor CORE, 832 PC, adult legal update, writing skills, rap sheet interpretation (for newly hired Deputy Probation Officers), drug recognition techniques, how to deal with difficult people, bicycle patrol, crisis intervention techniques, quarterly firearm qualifications for all armed officers, domestic violence cross-training and computer classes (Word, Excel and Power Point), among others. Non-peace officer staff also benefitted from the computer classes, as well as CAIS and cTAG training.

Major Accomplishments of Community Services General Supervision Division

Community Supervision

Over the past two years, the Department has expanded community supervision of adult probationers and community visibility of probation officers.

- Field supervision of probationers.
- Participation in community meetings at which officers and other Department staff participate in discussions of community-based violence prevention strategies.
- Conducted joint operations with local, state, and federal law enforcement agencies to serve outstanding bench warrants and conduct probation checks on high-risk probationers.

- Provided community supervision at major community events including Halloween, Holiday Safe Shopper Program, and other events.

Specialized Caseloads

In Fiscal Year 2007-2008, the Department created additional specialized caseloads within the Community Services General Supervision Division to provide focused supervision for homeless probationers and young adult probationers:

- Designated two caseloads to supervise homeless probationers in the Tenderloin and SOMA neighborhoods (officers assigned to these caseloads patrol on bicycles).
- Designated four caseloads to supervise probationers age 18-25.

Performance Measures for Community Services General Supervision Division

	2006-2007 Actual	2007-2008 Target	2007-2008 Actual
Goal: Provide protection to the community through supervision and provision of appropriate services to adult probationers			
Number of cases under limited supervision	1,805	1,300	1,091
Number of community meetings attended by probation staff (all Divisions)	104	100	125
Percentage of new probationers receiving intake (all Divisions)	n/a	100%	66%
Number of probationers referred to treatment services (all Divisions)	80	1,425	1,735
Number of cases successfully terminated (all Divisions)	1,599	1,200	1,088
Number of visits to the Department (all Divisions)	12,042	12,600	14,669
Number of jurisdictional transfers initiated (all Divisions)	166	340	249
Number of probationers age 18-25 referred to supportive services	30	180	424

Goal: Maximize staff effectiveness			
Percentage of eligible APD peace officer employees completing a minimum of 40 hours of mandated training	100%	100%	100%
Percentage of newly appointed peace officer managers who have completed mandatory training	100%	100%	100%

Goals for Community Services General Supervision Division

The Division's primary goal for supervision is to assist probationers to successfully complete probation and become productive members of the community. Progress toward this goal will reduce recidivism and improve safety in all communities within San Francisco.

Decrease recidivism by probationers

The Division is committed to protecting the community by making every effort to reduce crime committed by probationers. The Division is particularly focused on eliminating violent crimes and homicides committed by probationers. In order to reach this outcome, the Division is focusing on providing appropriate supervision:

- Increase office visits by probationers: The primary means of supervision used by the Department is scheduled visits by probationers to the Department. Resources permitting, the Department will increase the number of office visits scheduled for probationers. In addition to verifying compliance with terms and conditions of probation, office visits give probation officers the opportunity to evaluate the ongoing service needs of each probationer.
- Increase field supervision and joint operations with other law enforcement agencies: The Division conducts probation checks, verifies probationer addresses, and serves warrants during field operations that are frequently conducted in conjunction with law enforcement agencies. These field operations are currently limited by lack of overtime funding and by officer workload. Field visits and joint operations with law enforcement agencies are especially critical for high-risk probationers on specialized caseloads for homeless probationers and 18 to 25 year olds. Field work gives probation officers key opportunities to assess probationer needs, the public safety risk of individual probationers and verify compliance with conditions of probation.

Assist probationers to successfully complete probation

The Division is committed to helping probationers gain the tools and skills that will help them successfully complete probation.

- Increase service referrals: Many probationers have severe unmet needs that may contribute to their criminal behavior. Probationers often lack job skills, are addicted to drugs or alcohol, are homeless, and have inadequate social skills. The Department refers probationers to appropriate programs and works with program staff to create individualized treatment plans.
- Increase verification that probationers comply with Court-ordered treatment referrals: Resources permitting, the Department will increase monitoring of compliance with treatment programs ordered by the Court. Common Court-ordered treatment programs include substance abuse treatment, anger management, and vocational programs.
- Continue to support case management courts: The Division supports San Francisco's robust network of case management courts including the Drug Court.

Focus on core probation population

In order to provide appropriate supervision for high-risk probationers and meet commitments to the Court, the Department is committed to finding ways to streamline existing operations.

- Provide opportunities for earned discharge from probation: The Department has the authority to request that the Court terminate an individual's probation prior to the end of the full grant of probation if the individual has satisfied legal and departmental criteria. Evidence Based Practices show that earned discharge can be used to provide an incentive for probationers to avoid reoffending and to take steps to participate in the community in a prosocial manner. While the Department has sought earned discharges for probationers in the past, it has been rare and standards were not consistently applied. Moving forward, the Department will work with other stakeholders to update policies regarding earned discharge and to return to Court those probationers who meet legal and departmental criteria for earned discharge. In addition to providing an incentive toward compliance and prosocial behavior, more consistent use of earned discharge will allow the Department to focus greater attention on those probationers who need more intensive supervision.
- Increase efficiency of jurisdictional transfer process: Approximately 1,500 of the 6,500 probationers supervised by the Department live outside the City and County of San Francisco. The Department has begun streamlining the process by which supervision of these probationers is transferred to their county of residence, and this process is primarily handled by the Community Services General Supervision Division.

PRE-SENTENCE INVESTIGATIONS DIVISION

The principal responsibility of the Pre-Sentence Investigations Division is to prepare complete, accurate, objective, and timely reports for the San Francisco Superior Court. The Penal Code and the Welfare and Institutions Code require that the Department prepare investigation reports to guide the Court in decisions for adult defendants. The Court depends on the Department to provide investigative reports on criminal cases that include detailed information regarding the circumstances of the offense, background of the defendant, statements from victims and involved parties, and an analysis of aggravating/mitigating factors in felony cases. Officers also provide information to assist the Court in determining the eligibility and appropriateness of offenders for specific diversion programs.

At the end of Fiscal Year 2007-2008, the Pre-Sentence Investigation Division included 18 Deputy Probation Officers, three Supervising Probation Officers, and one Division Director.

For Fiscal Year 2007-2008, Deputy Probation Officers assigned to investigation functions conducted an average of 238 pre-sentence investigations per month.

Chart 3: Pre-Sentence Reports July 2007 – June 2008



Major Accomplishments of Pre-Sentence Investigations Division

Risk/Needs Assessments

Validated risk needs assessments are critical tools for community supervision, risk mitigation, and case planning to facilitate successful reentry. In Fiscal Year 2007-2008, the Department implemented a validated risk/needs assessment to better identify public safety risks and underlying service needs to help reduce recidivism.

- The CAIS risk/needs assessment was implemented in November 2007 for felony probationers. This assessment helps officers determine case planning and appropriate levels of supervision, as well as identifying underlying service needs.

Performance Measures for Pre-Sentence Investigations Division

	2006-2007 Actual	2007-2008 Target	2007-2008 Actual
Goal: Provide timely reports to guide the courts with rendering appropriate sentencing decisions			
Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	99%	100%	99%
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	100%	100%	100%
Percentage of reports submitted to the Court prior to sentencing as defined in the Penal Code	0%	0%	0%

Goals and Objectives for Pre-Sentence Investigations Division

Deliver 100% of pre-sentence reports to the Court at least two days prior to sentencing

Per an agreement with the Court, all pre-sentence reports are due to the Court two days prior to the date on which the matter will be heard. State law requires pre-sentence reports be delivered to the Court five days prior to sentencing. However, due to limited resources, the Department has an agreement with the Court that reports be delivered at least two days prior to sentencing. Any further reductions in resource levels or staffing will further erode the Department's ability to prepare mandated pre-sentence reports. The Department will work with the Court to reduce workload and streamline the pre-sentence investigation process for some cases.

Continue report revision process and implement newly-designed report formats

In order to better serve the Court, the Department is in the process of substantially updating the report format for Supplemental Court Reports. The Department will continue this report format revision process and will work with the Court to implement the new report forms. The Department expects these changes to streamline workflow, standardize the way information is presented in reports, and improve the consistency of sentencing recommendations.

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